



# Fact Sheet on Hispanic Leadership Development

## Advocate for Change: Be Informed ... Become Involved ... Take Action

### What is transformational leadership?

Transformational leadership is a type of leadership style that leads to positive changes in those who follow. Transformational leaders are generally energetic, well-informed, enthusiastic and passionate. Not only are these leaders concerned and involved in the process of change, they are also focused on helping every member of the group succeed as well. The term was coined by presidential biographer, James MacGregor Burns, who observed that “transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work toward common goals.”

**REALITY: Transformational leaders garner trust, respect and admiration from followers and are thereby able to influence their growth and positive engagement.**

*“The next generation of Latino Leaders will be the first to have total access to power. Until now we have had only a few individuals admitted to the decision making centers of America’s institutions. In the next decade we will be introduced to new leaders who will be wielding real power on our behalf. Access to the levers of American leadership will become the doorway through which millions of Latinos will pass en route to having the full range of opportunities that this great nation offers.”*

*Henry Cisneros  
Political/Business Leader*

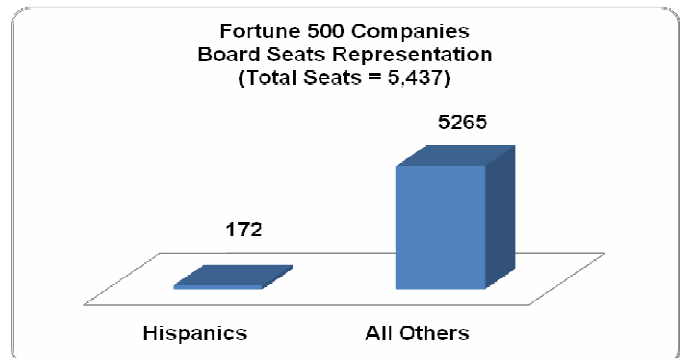
### Why is transformational leadership essential for collaboration and community solution-building?

Community collaboration and building coalitions around common issues requires leadership that can transcend differences, mitigate conflict, discern the talent and strengths that people and organizations bring to an endeavor, and bring factions together for the common good. Transformational leaders generate trust, operate transparently, value accountability, clearly express vision and goals, and have an intense commitment to diversity of talent and thought. Above all else, they anticipate the future.

*“When we look towards the future, the toughest thing is to have the right people in place to make sure that they are ready to take over when the times come.”*

*Richard Carrion  
President and CEO of Popular, Inc*

**REALITY: At the current growth rate, it would take more than 100 years for Hispanics to reach parity in the corporate boardroom. (Hispanic Association on Corporate Responsibility, 2007)**



**REALITY: “In order for collaboration to happen, you need leaders really equipped to attain unity and, more importantly, to truly want unity.” - Voice from the Asi se Hace Assessment Report**

\* The terms “Latino” and “Hispanic” are used interchangeably by the U. S. Census Bureau and throughout this document to refer to persons of Mexican, Central and South American, the Caribbean (Cuban, Puerto Rican and Dominican), Spanish and other Hispanic descent; they may be of any race.

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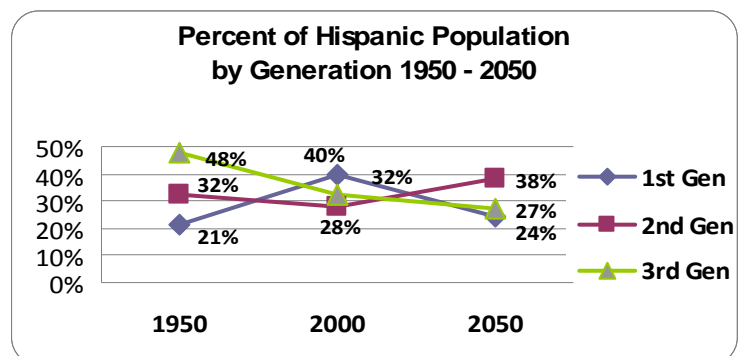
### What socio-cultural factors frustrate leadership effectiveness among Hispanics in Cleveland?

*“While there are plenty of successful Latino leaders in the American system today, the number is not growing as fast as it should, given the huge Latino population increase...For every Latino who decides to take the risk, face conflict, and grab the limelight, there are many others who, despite having all the necessary skills and motivation, decide to go for secondary roles...Again, the reluctance to lead can be traced to Latino culture. American universities put a lot of emphasis on teaching their students leadership skills. From early on, students get used to working in teams, preparing projects, and then presenting and defending their conclusion in public. Being a leader is something valued and encouraged. This is not the case with most universities in Latin America. In general, the educational system is much more content-driven, and much of the work is done individually. There are team projects, but not to the extent you see in the American system. This emphasis on teams and team leadership continues into the American workplace, putting Latinos at a disadvantage over their American counterparts, who have experienced much more of this type of activity. If you did not study in the U.S., there is some catching up to do.”*

*Mariela Dabbah and Arturo Poiré*  
Latino Advantage in the Workplace (p.112)

### Some Challenges:

- ✓ Machismo and its legacy
- ✓ Generational divide
- ✓ Problematic leadership styles
- ✓ Limited experience in coalition-building with African-Americans
- ✓ Different communication styles



**REALITY: The children of immigrants or 2nd generation Hispanics—all born in the USA— will become the largest cohort of the Hispanic population by 2050.**

## Guiding Principles for Leading Effectively

1. Nurture relationships within the Hispanic community across class, professions, and identity group lines.
2. Dare to put the past (and its hurts) behind and prove cynics wrong.
3. Collaborate with organizations in different cities having similar visions to expand effectiveness through sharing best practices.
4. Join or initiate reading discussion groups on topics of interest related to the US Hispanic/Latino experience.
5. Leverage all your personal and professional networks to expand membership, inspire engagement and mobilize the community to help themselves.
6. Capitalize on every opportunity to convey the benefits and values of developing Hispanics for leadership.
7. Advocate assertively for diversity and inclusion.
8. Explore collaborative solution-building opportunities in your circles of influence.
9. Engage in “connecting the dots” so that people see how Hispanics fit in and can contribute.
10. Promote Hispanic talent and participation in all your engagements as a professional.



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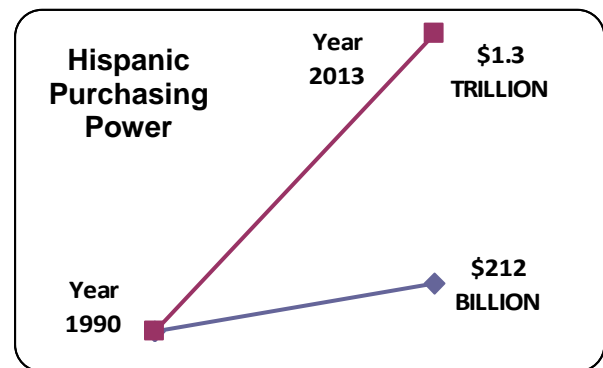
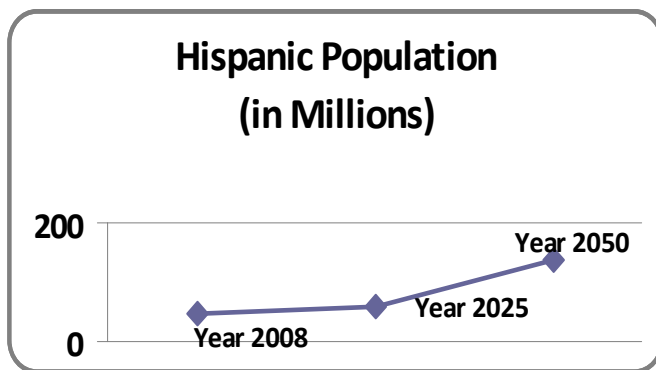
## National and State Trends

*“We are facing both opportunities and challenges. Latinas have a great responsibility to lead their communities in developing better political and socioeconomic futures. Latinas must learn to take calculated risks, build strong support groups, be comfortable with who they are, seek high visibility assignments, continue to educate themselves, work on balancing their professional and family life, and find a mentor along the way. As Latina leaders we must not forget to share the richness, the beauty, the history, and the diversity that we all bring to the American dream. We must share our culture and learn about our differences and similarities as Latinos. Our Hispanic culture has taught us to be ethical, loyal, and to express pride in who we are. These are qualities of strong leaders.”*

**Marisa Rivera-Albert**  
**National Hispana Leadership Institute (2000)**

Hispanics comprised nearly 14% of the US workforce in 2007, or 22 million, making up one in three workers in the USA. Projections show that by 2050 the Hispanic population will grow to more than 138 million or 30% of the nation's total population. Almost 34% of the Hispanic population is under age 18 compared with 25% of the total population, and one in five Latinos is under the age of 5. In 2007, Women comprised 51% of the US population (154.7 million), and Hispanic Women/Latinas made up about 15% of the female population in the US. (US Bureau of Census).

The buying power of Hispanics has also increased exponentially in the past decade and tops the growth rate for any other race or ethnicity in the nation. Unfortunate, this growth is not reflected in the corporate leadership structure of businesses. Hispanics are far from being adequately represented in corporate boardrooms as well. There must be a concerted effort to systematically recruit and develop corporate board and leadership talent from the largest and fastest growing cohort of the Hispanic population - its youth!



Latinos are settling in diverse regions of the country, and have driven growth in the states poised to gain House seats following the 2010 Census. “The Latino electorate has been consistently increasing in both total voters and share of the electorate. This pattern is demonstrated not only in states along the southern border, but in states all across the country. As this trend continues, it will be increasingly difficult for any candidate to win a statewide or national election without the support of Latino voters,” said Andres Ramirez, Senior Vice President and Director of Hispanic Programs at NDN.

Hispanic Public Elected Officials			
Year	2000	2005	2007
<b>US Total</b>	5,019	4,853	4,954
<b>Ohio</b>	6	7	5



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### Competencies for Leading the Hispanic Alliance

1. Transform from being service program managers to leading a community-wide collaborative enterprise.
2. Become the best explainers of the Hispanic Alliance Advantage. Be a walking, talking HA billboard, a magnet that attracts interest, membership and engagement.
3. Engage in a transcending commitment and vision, become the change you want to see in the larger community.
4. Galvanize community support and engagement through membership recruitment, fundraising, and visible participation in community events
5. Learn about the different groups comprising the Hispanic community- promote a broad understanding of issues affecting Hispanics in the greater Cleveland community. If you don't read, you can't lead.
6. Actively participate in internships and formal training to sharpen your leadership skills, become a mentor, seek, and partner with a coach, visit successful endeavors in other Hispanic communities.
7. Take your role as a Board Member/ Executive Director seriously. Act passionately. Exceed everyone's expectations. Lead innovation and strategy formation by example.

***"Anytime you have an opportunity to make things better and you don't, then you are wasting your time on this earth."***

***Roberto Clemente***  
***Baseball Legend/Humanitarian***

### What steps can we take as members of the Hispanic Alliance to promote transformational leadership in the Hispanic community?

- ◆ Create a Leadership Development Center or Institute which is specifically aimed at identifying, developing and growing Hispanics into key positions of leadership in all sectors of service: nonprofit, public and private.
- ◆ Re-establish "Hispanic Leadership 2000" (make it HL2020), "Hispanic Management Leadership Development Program" and "Hispanic Youth Leadership Development program".
- ◆ Create opportunities for leadership development among Latinos in Cleveland that build competencies in the practice of transformational leadership styles.
- ◆ Sponsor ongoing capacity-building which promotes collaboration, conflict resolution, openness in communication and team-building among Hispanic leaders.
- ◆ Introduce best practices for cross-generational collaboration
- ◆ Leverage existing opportunities such as the many Latino cultural events and expositions to engage in joint, mission-focused efforts that promote interdependency and trust across Hispanic subgroup identity lines.
- ◆ Encourage joint ecumenical activities that will minimize conflict and competition among faith-based communities.
- ◆ Serve as a "united front" to support, develop and empower Latino-led groups through partnerships with mainstream Latino-serving organizations.
- ◆ Launch strategic planning dialogues to clarify what role Latinos can play as a force in bringing about change in Cleveland
- ◆ Identify best practices and conduct community dialogues for understanding cultural competencies of Latino leadership styles in the area of communication, behavior and practices.
- ◆ Support Convención Hispana 2008 Community Resolutions pertaining to leadership
- ◆ Honor and recognize champions cultivating leadership of Hispanics that is sustainable and replicable.
- ◆ Subscribe to journals such as Latino Leaders and Latina Style and contribute the Cleveland story to these and other venues.
- ◆ Take the lead in partnering with existing leadership development programs in Cleveland to create culturally relevant curriculum.
- ◆ Establish and house a resource collection for HA members and non-members to have access to the latest research and information on the Hispanic experience.

**Hispanic Alliance, Inc. is a 501 (C) 3 nonprofit corporation in the State of Ohio with the purpose of addressing Hispanic/Latino community needs.**

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